

This report provides key single words that describe the individual. The keywords are divided into three columns: Strongest Traits, Strong Traits and Reasonably Strong Traits. The Strongest Traits are traits that the person scores 10 out of 10 or 2 or less out of 10. This indicates that the trait is extreme and thus will be the person's strongest characteristic. Strong Traits are traits in which the person scores 9 out of 10 or 3 out of 10, indicating the traits will be strong due to its absence or presence. Reasonably Strong Traits are traits in which the person scores 8 out of 10 or 4 out of 10, indicating the trait will be fairly strong due to its presence or important due to its absence. The Summary Descriptions provide a narrative paragraph that further describes the person's behavior.

The suitability assessment includes a technological 'consistency detector' that indicates the reliability of results by analyzing the consistency of the answers on the questionnaire. Edward's consistency score is 94 which indicates that Edward is 98.8% consistent in answering the questionnaire. This indicates a high likelihood that Edward was truthful, accurately self-aware, and able to concentrate on the questionnaire.

Keyword Descriptions

Strongest Traits

Persevering

Has creative ideas

Diplomatic

Helpful

Resourceful

Dislikes structure

Enthusiastic about goals

Strong Traits

Outgoing

Analytical

Takes initiative

Can be tense

Idealistic

Can be disorganized

Flexible

Self-motivated

Reasonably Strong Traits

Open minded

Works quickly

Frank

Assertive

Warm

Confident with conflict

Summary Descriptions

Edward's task preferences are (in order of preference): thinking about and trying new ways to do things, doing something that helps others or society, making presentations to groups, meeting and interacting with new people, and analyzing facts, problems and decisions. Edward prefers to avoid the following tasks (listed according to greatest dislike first): organizing something, doing something artistic, working with his hands, and doing clerical work. Edward would be interested in work that involves finance/business, travel, children, science, food, writing/language, and electronics. Edward lacks interest in sports, animals, health/medicine, and plants. Edward needs a work environment that involves working as part of a team, working with the general public, the opportunity to occasionally get up and move around, and few repetitive and monotonous tasks.

Edward may be experiencing a significant amount of tension related to work. Edward is forthright or frank. Edward is extremely capable of being tactful. Edward is extremely helpful and conscious of others' needs. Thus, Edward is very good at creating mutually beneficial interactions. Edward is very outgoing. Thus he would enjoy a position that involves meeting new people. Edward enjoys trying to influence others. Edward is empathetic and warm. His warm-heartedness will enable him to influence others more successfully. Edward tends to be reasonably open-minded, making it easier to communicate with people who have different ideas. There are some interpersonal areas in which he could improve.

Edward is highly motivated by a chance to take initiative, having challenging work, an opportunity to do something

Summary Descriptions

worthwhile for society, and an opportunity to achieve his goals. He is demotivated by goals unrelated to his own goals.

Edward enjoys analyzing facts and situations. Edward has a good balance between accepting responsibility for decisions and collaborating with others. Edward has a strong tendency to analyze the potential difficulties of plans and strategies, making it more likely that once he comes to a decision he will have thought through the important issues. Edward normally approaches decisions with an open and reflective mind. When making decisions, Edward prefers to try a fresh new approach.

The report lists Edward's traits and corresponding scores in descending order for each trait category. The trait definitions are to the right of each trait. If a position was selected when running this report, the traits related to the position will be highlighted in **green** for Essential Traits, **blue** for Desirable Traits, and **red** for Traits to Avoid that could hinder Edward's performance.

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A single asterisk, *, indicates that there are some inconsistencies related to this trait, but the result is probably reliable. A double asterisks, **, indicates that there are some inconsistencies related to this trait, and the result is probably questionable.

Traits

These are the primary work preference and personality factors measured in the Harrison Assessments system, listed in order of Edward's scores.

Life Themes - Edward's life themes, highest values, key potential strengths

Trait	Edward's Score	Description
Diplomatic	10.0	The tendency to state things in a tactful manner
Helpful	9.9	The tendency to respond to others' needs and assist or support others to achieve their goals
Persistent	9.7	The tendency to be tenacious despite encountering significant obstacles
Enthusiastic	9.7	The tendency to be eager and excited toward one's own goals
Experimenting	9.6	The tendency to try new things and new ways of doing things

Strengths and Preferred Focus - Edward's potential strength and preferred focus

Trait	Edward's Score	Description
Analyzes Pitfalls	9.4	The tendency to scrutinize potential difficulties related to a plan or strategy
Flexible	9.1	The tendency to easily adapt to change
Wants Frankness	9.1	The desire for others to be direct, straightforward, and to the point
Outgoing	9.0	The tendency to be socially extroverted and the enjoyment of meeting new people
Self-motivated	8.9	The drive to achieve including taking initiative, wanting challenge, and being enthusiastic about goals
Takes Initiative	8.8	The tendency to perceive what is necessary to be accomplished and to proceed on one's own
Analytical	8.7	The tendency to logically examine facts and situations (not necessarily analytical ability)
Cause Motivated	8.5	The tendency to be motivated to help society
Enlists Cooperation	8.4	The tendency to invite others to participate in or join an effort
Tolerance Of Bluntness	8.3	The level of comfort related to receiving abrupt or frank communications from others
Warmth / empathy	8.2	The tendency to express positive feelings and affinity toward others
Tempo	8.1 *	The enjoyment of work that needs to be done quickly
Open / reflective	8.1	The tendency to reflect on many different viewpoints
Frank	8.0	The tendency to be straightforward, direct, to the point, and forthright
Wants Challenge	7.8	The willingness to attempt difficult tasks or goals
Comfort With Conflict	7.7	The tendency to be comfortable with confrontation or strife
Assertive	7.5	The tendency to put forward personal wants and needs

Traits

Acceptable Areas - Edward's moderate strengths and preferences

Trait	Edward's Score	Description
Collaborative	7.4	The tendency to collaborate with others when making decisions
Influencing	7.1	The tendency to try to persuade others
Planning	7.1	The tendency to formulate ideas related to the steps and process of accomplishing an objective
Wants Autonomy	7.1	The desire to have freedom or independence from authority
Optimistic	7.0	The tendency to believe the future will be positive
Intuitive	6.7	The tendency to use hunches to help make decisions (not necessarily intuitive capabilities)
Authoritative	6.3	The desire for decision-making authority and the willingness to accept decision-making responsibility
Risking	5.8	The tendency to feel comfortable with business ventures that involve uncertainty
Wants To Lead	5.6	The desire to be in a position to direct or guide others
Self-improvement	5.6	The tendency to attempt to develop or better oneself

Willing to do - Areas in which Edward is willing if not required a large percentage of the time

Trait	Edward's Score	Description
Enforcing	5.2	The tendency to insist upon necessary rules being followed
Wants Recognition	5.0	The desire for positive acknowledgement (from others) related to one's abilities and strengths
Self-acceptance	4.8	The tendency to like oneself ("I'm O.K. the way I am")
Certain	4.7	The tendency to feel confident in one's opinions
Wants High Pay	4.5	The desire to earn greater remuneration
Manages Stress Well	4.2	The tendency to deal effectively with strain and difficulty when it occurs
Wants Capable Leader	4.2	The desire to have a leader one perceives to be capable
Systematic	4.2	The enjoyment of tasks that require carefully or methodically thinking through steps.
Precise	3.6	The enjoyment of work that requires being exact and the tendency to be detail oriented

Prefer Not to Do It - Edward would prefer to be doing other things than these

Trait	Edward's Score	Description
Wants Diplomacy	3.3	The desire for others to be tactful
Organized	3.3	The tendency to place and maintain order in an environment or situation
Relaxed	3.2	The tendency to feel at ease or calm while working
Wants Stable Career	2.5	The desire for long-term or permanent employment

Strongly Prefer Not to Do It - Edward strongly would prefer to be doing other things than these

Trait	Edward's Score	Description
Tolerance Of Structure	2.4	The tolerance of following rules, schedules, and procedures created by someone else

Task Preferences

These are tasks listed in order of Edward's preferences.

Task Preference	Edward's Score	Description
Public Speaking	8.8	The enjoyment of presenting or articulating information to groups of people
Research / learning	6.3	The enjoyment of gathering and comprehending new information

Task Preferences

Task Preference	Edward's Score	Description
Computers	5.9	The enjoyment of working with electronic machines that calculate, store, or analyze information
Teaching	5.4	The enjoyment of instructing, training, or educating others
Building / making	5.2	The enjoyment of constructing or putting together anything
Mechanical	4.7	The enjoyment of work that involves fixing or repairing something
Numerical	4.4	The enjoyment of counting, calculating, or analyzing quantities using mathematics
Physical Work	4.3	The enjoyment of work that involves substantial bodily effort
Driving	3.8	The enjoyment of operating a motor vehicle
Clerical	3.3	The enjoyment of tasks such as typing or filing or organizing information
Manual Work	2.8	The enjoyment of work that involves using one's hands
Artistic	2.6	The enjoyment of making things look beautiful or attractive

Interests

These are interests listed in order of Edward's areas of interest.

Interest	Edward's Score	Description
Travel	10.0	The interest in work that involves frequently taking a journey
Finance / business	10.0	The interest in commerce or fiscal management
Electronics	8.0	The interest in designing, assembling, repairing, or operating automated or computerized equipment
Food	8.0	The interest in work relating to food
Science	8.0	The interest in any body of knowledge that uses a systematic method for achieving knowledge
Writing / language	8.0	The interest in work that involves formulating words to convey meaning (i.e., journalism or translator)
Children	8.0	The interest in working with children
Plants	2.0	The interest in shrubs, gardening, botany, trees, or farming
Sports	2.0	The interest in work that involves sports
Animals	2.0	The interest in working with mammals, birds, reptiles, or fish
Health / medicine	2.0	The interest in health or medicine

Work Environment Preferences

These are work environment preferences listed in Edward's order of preference.

Work Environment Preference	Edward's Score	Description
Team	9.5	The enjoyment of working closely in a co-operative effort with others (not necessarily the ability to do so)
Public Contact	7.0	The tendency to feel comfortable with interacting directly with a wide range of people representative of general society
Pressure Tolerance	6.7	The level of comfort related to working under deadlines and busy schedules
Outdoors	5.9	The desire to work in an outside environment
Noise	3.7	The tolerance of working in an environment that has loud or continuous sounds
Repetition	2.9	The tolerance of monotonous work: the same single activity is repeated over and over (e.g. assembly line)
Sitting	2.3	The tolerance of sitting for long periods in which there is no opportunity to stand or walk around
Standing	2.0	The tolerance of standing in a stationary position for long periods (no opportunity to sit or walk around)

Behavioral Competencies

Each competencies are composed of numerous traits, and are listed in order of Edward's strengths.

Behavioral Competency	Edward's Score	Description
Handles Conflict	9.5	The tendency to skillfully face discord or strife, and the interpersonal skills necessary to deal with it effectively
People Oriented	9.3	The tendency to have a balance of traits that would enable one to positively interact with others
Innovative	9.2	The tendency to create new and more effective ways of doing things
Negotiating	9.0	The tendency to bargain in order to reach an beneficial agreement
Coaching	8.8	The tendency to be an effective facilitator of the development of employees (one to one interactions)
Effective Enforcing	8.7	The tendency to skillfully correct others when they are violating rules or performing poorly
Interpersonal Skills	8.7	The tendency to have a balance of traits that relate to effective interaction with others
Handles Autonomy	8.5	The tendency to have the motivation and self-reliance necessary for a significant amount of independence from immediate supervision (does not indicate the necessary job related knowledge)
Organizational Compatibility	8.4	The tendency to work co-operatively with others (assuming sufficient job related knowledge and team compatibility)
Doesn't Need Structure	8.3	The tendency to manifest the traits that would enable one to occupy a position that does not have much structure (assuming sufficient job related knowledge)
Provides Direction	7.3	The tendency to manifest the traits necessary for a leadership role
Receives Correction	6.8	The tendency to accept guidance intended to improve performance
Judgment (strategic)	6.8	The tendency to have a balance of traits necessary to discern pertinent information, and formulate an effective strategy
Self-employed	6.7	The tendency to enjoy activities that would be required for self employment (does not necessarily indicate sufficient business related knowledge)
Tolerance Of Evasiveness	4.7	The level of comfort related to dealing with people who are indirect or lacking in frankness

Traits to Avoid for this Position

These traits to avoid are related to the position selected. If they are highlighted in red, it indicates that trait may hinder Edward's performance.

Traits to Avoid for this Position	Edward's Score	Description
Permissive	2.9	The tendency to be overly empathetic, failing to enforce necessary rules or make necessary corrections to subordinates' behavior
Skeptical	2.4	The tendency to overly emphasize the potential difficulties of a plan or strategy without giving sufficient emphasis to the potential benefits
Blindly Optimistic	0.0	The tendency to focus on the possible benefits of a plan or strategy, while failing to adequately see the potential difficulties
Defensive	0.0	The tendency to focus on self-acceptance while avoiding self-improvement (The attitude "I'm O.K. and I don't need to improve")
Dogmatic	0.0	The tendency to be certain of one's own opinions while at the same time not open to different ideas
Impulsive	0.0	The tendency to take risks without sufficient analysis of the potential difficulties
Forceful Enforcing	0.0	The tendency to try to make others follow rules or procedures without sufficient attempts to enlist their cooperation
Harsh	0.0	The tendency to be overly strict or punitive when enforcing rules and procedures
Blunt	0.0	The tendency to be frank or direct while lacking in diplomacy or tact

Functions

These scores reflect Edward's level of suitability for each of the following job categories on a scale of 0 to 10.

Functions

Functions	Edward's Score	Description
Customer Service - Friendly	9.0	This template is for a position in which the primary requirement is friendliness (not necessarily efficiency). It focuses on a variety of interpersonal skills related to serving customers. It also screens for personal honesty and at least a moderate level of motivation.
Management - Upper	8.6	This template is designed for a senior management position. It focuses on leadership, achievement, self-motivation, decision-making, and various interpersonal skills that relate to leadership.
Sales - Cold Calling	8.5	This position relates to sales in general but is oriented toward sales positions that require prospecting for new clients with mostly cold calling. It focuses on achievement, self-motivation, and various interpersonal skills related to persuasion.
Management - Middle	8.4	This template is designed for a position that has the responsibilities of middle management. It focuses on achievement, self-motivation, leadership, and decision-making. It also screens for a lack of interpersonal skills necessary for management.
Supervisory	7.9	This template is designed for a position that has supervisory responsibilities. It focuses on self-motivation and organization. It also screens for a lack of interpersonal skills necessary to be a supervisor.
Technical	4.3	This template is specifically designed for a technical position. It focuses on analytical tendencies, organizational skills, and self-motivation. It also screens for a lack of interpersonal skills necessary for interacting with co-workers.
Administration - General	0.0	This position is specifically designed for a general administration role. It focuses being organized and detail oriented. In addition, it screens for a lack of interpersonal skills necessary for interacting with co-workers.

Harrison Assessments is based on Paradox Theory. A paradox is a seemingly contradictory statement which may nonetheless be true. According to Paradox Theory, a trait can be either constructive or destructive depending upon other complementary traits. For example, when frankness is complemented by diplomacy, it takes the constructive form of being forthright and truthful. However, without the complementary trait of diplomacy, frankness becomes bluntness. While frankness and diplomacy appear to be contradictory, they paradoxically co-exist, complementing and fulfilling each other.

This report focuses on 12 paradoxes that relate to the workplace. It provides a graphical view of your tendencies related to each of the 12 paradoxes. Within each Paradox, there are two complementary (paradoxical) traits. One trait is a 'dynamic' trait such as frankness, while the other is a 'gentle' trait such as diplomacy. Each of the 12 pairs of paradoxical traits is portrayed on an XY graph in order to depict the relationship between the paradoxical traits. The dynamic trait is measured along the vertical axis while the gentle trait is measured along the horizontal axis. The area within the XY graph is divided into four quadrants. The upper right quadrant (light green area) is the area in which both traits are strong and thus the traits manifest their constructive aspects. This is called 'balanced versatility'. The upper left quadrant is the area in which the dynamic trait is strong and the gentle trait is weak. This is called an 'aggressive imbalance' indicating a tendency to be overly aggressive. The lower right quadrant is the area in which the gentle trait is strong and the dynamic trait is weak. This is called a 'passive imbalance' indicating a tendency to be overly passive. The lower left quadrant is the area in which both traits are weak. This is called 'balanced deficiency' indicating a deficiency of both of the paradoxical traits. (See the figure one below)

Figure 1

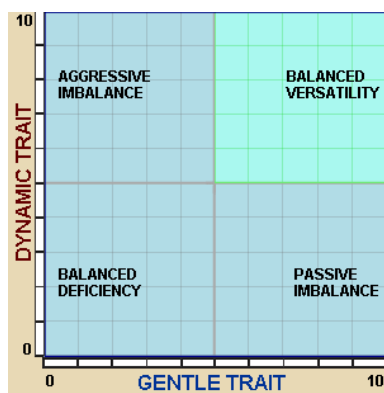


Figure 2

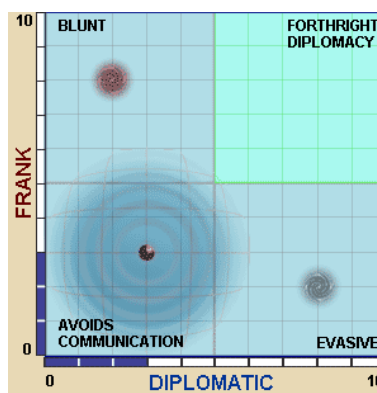


Figure 2 above is a sample paradox relating to frankness and diplomacy. It shows the four additional traits that portray the relationship between frankness and diplomacy. Having frankness and diplomacy (balanced versatility) is called forthright diplomacy. Having frankness without diplomacy (aggressive imbalance) is called blunt. Having diplomacy without frankness (passive imbalance) is called evasive. Lacking both frankness and diplomacy (balanced deficiency) is called avoids communication.

Figure 2 also shows a sample of an individual's scores on that paradox. In this example, the individual scores a 3 (out of 10) on frankness and a 3 (out of 10) on diplomacy and thus, the dot is in the lower left quadrant corresponds to those increments on the vertical and horizontal scales. The rippling shaded area around the dot indicates the normal range of behavior. The smaller red and gray circles indicate this person's tendencies under stress. The red circle in the upper left quadrant indicates an aggressive tendency under stress. The dark circle in the lower right quadrant indicates a passive tendency under stress. In this case, the person tends to 'flip' to both opposite extremes at different times.

On the following page, all twelve paradox graphs are portrayed on one page in order to give an overview. The columns (see titles at the top) relate to the subject or application of each paradox. The rows (see titles on the left of the page) relate to progressive stages of action related to those subjects. For example, the Strategic paradox can be considered

the initiating stage of leadership and Innovation can be considered the implementing stage of achievement.

Paradox Theory provides a unique insight into oneself and others. Besides offering a window into aspects of ourselves of which we may be only partially aware, it provides a guideline for balancing and developing ourselves. The first page provides an overview of the twelve paradoxes and the remaining pages expand on the meaning of each paradox. The bottom of each page explains the meaning of your specific scores on that paradox. Please read it with an open mind as some of these perspectives may not currently be a part of your everyday awareness. You might also ask your co-workers for their feedback related to particular issues.

The best way to use the Paradox Graph for self-development is to identify the largest areas of the behavioral range (large blue circle) that is outside of the green areas (upper right quadrant). Then focus on developing the opposite paradoxical trait (outside the four quadrants). For example, if the largest area of your behavioral range outside the green area is in the blunt quadrant, then the trait to develop would be Diplomacy. If the largest area is in the evasive quadrant, then the trait to develop would be Frank. The trait to develop is the one that is outside the four quadrants furthest from the quadrant with the largest area of the behavioral range.

The HA system provides you with a development plan for each of the traits. You can use the Development by Trait report option and select the trait you would like to develop. A suggested development plan will then be provided.

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INTERPERSONAL

ACHIEVEMENT

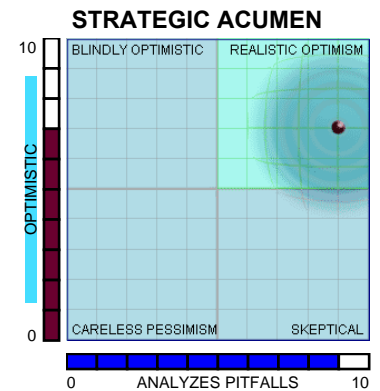
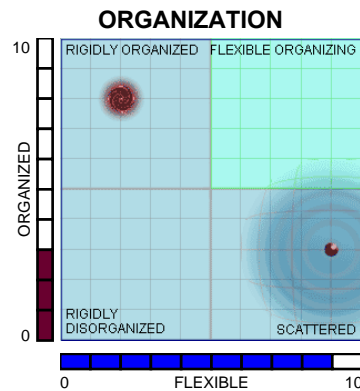
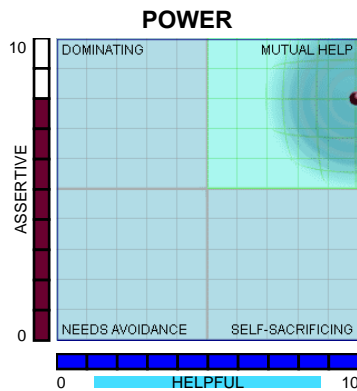
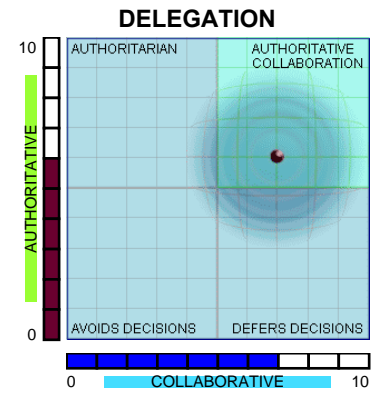
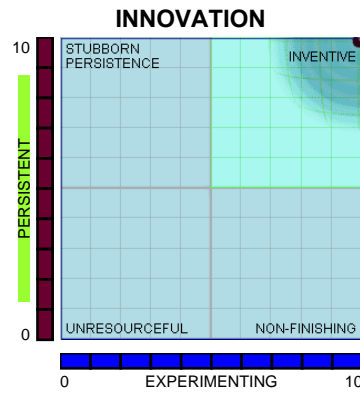
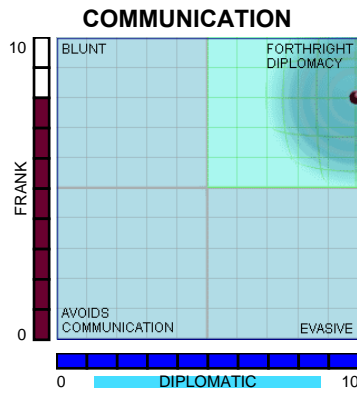
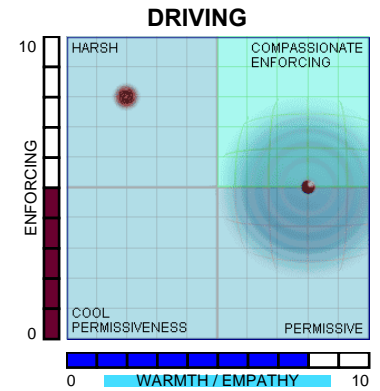
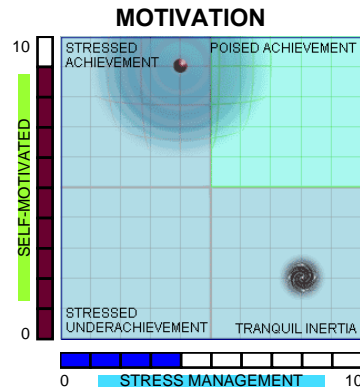
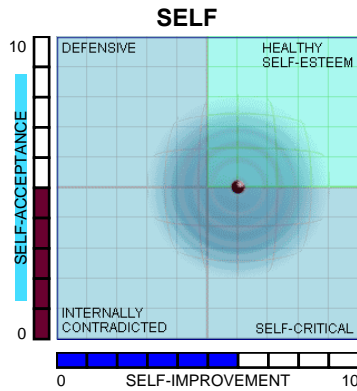
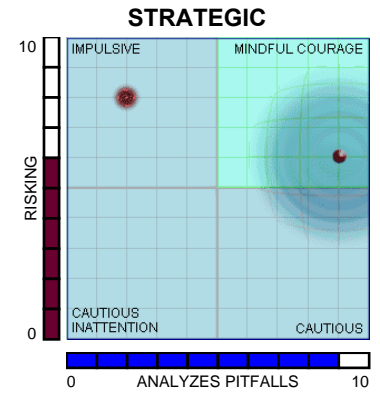
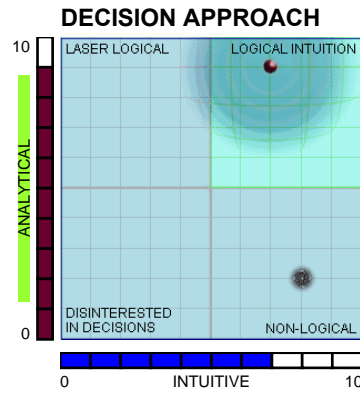
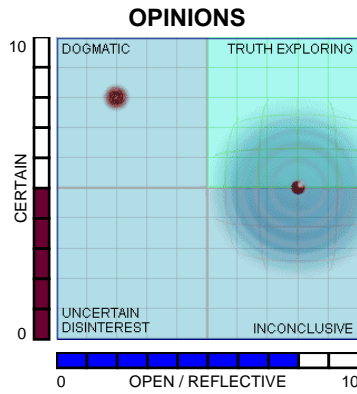
LEADERSHIP

INITIATING

MOTIVATING

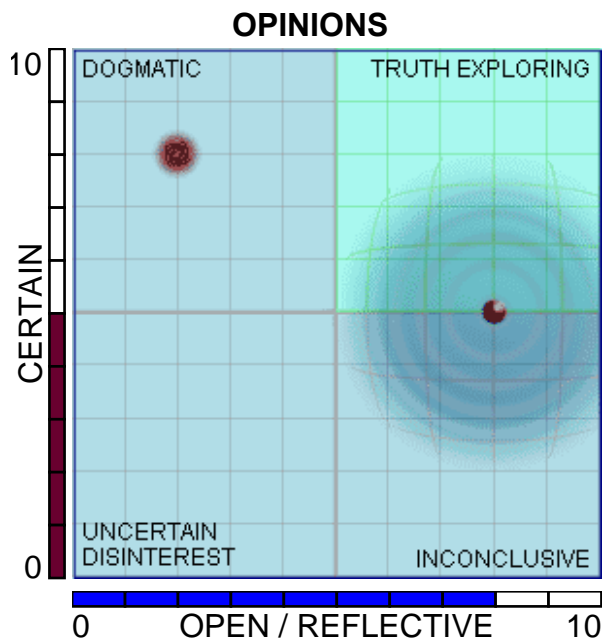
IMPLEMENTING

MAINTAINING



Essential Trait on this template

Desirable Trait on this template



"Question everything but be steadfast in finding and following true principles. Greater knowledge can only be obtained by allowing what you already know to sit in the background while relentlessly pursuing a fresh new way of seeing the issue and being willing to be 'wrong' about one's previous knowledge."

The Primary traits for this paradox are:

CERTAIN

The tendency to feel confident in one's opinions

OPEN / REFLECTIVE

The tendency to reflect on many different viewpoints

There are four possible combinations for this paradox:

TRUTH EXPLORING - The tendency to explore different viewpoints and formulate conclusions without becoming fixed in one's opinions (High Certain and High Open / reflective)

INCONCLUSIVE - The tendency to lack certainty in ones opinions while at the same time being very open to the ideas of others (Low Certain and High Open / reflective)

DOGMATIC - The tendency to be certain of one's own opinions while at the same time not open to different ideas (High Certain and Low Open / reflective)

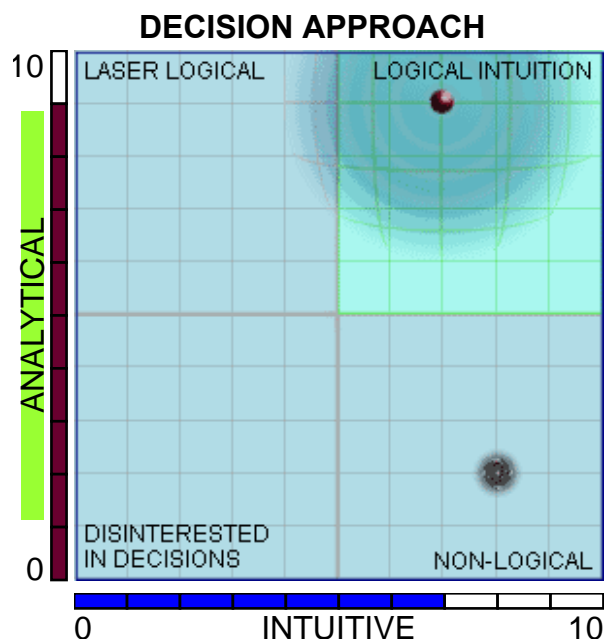
UNCERTAIN DISINTEREST - The tendency to lack confidence in one's own opinions while at the same time not reflecting on different ideas and opinions (Low Certain and Low Open / reflective)

Your tendencies for this paradox are:

You may be only moderately certain of your opinions.

You enjoy reflecting on different ideas and opinions and you are generally open-minded. You are likely to be good at brainstorming.

The combination of being moderately certain of your opinions and open to different ideas will probably enable you to come to thoughtful and considered opinions. However, you will probably question your opinions often. You rarely express a firm opinion about something unless you have considered the issues carefully. Except when under significant stress, you are quick to change to a better idea as soon as it is presented. At times, your broadmindedness may make you vulnerable to being unduly influenced by people who have strong opinions. Your preferred behavioral range (large blue area) is partially in the truth explorer quadrant and partially in the inconclusive quadrant reflecting the proportion of each tendency. The small red circle in the upper left indicates that under stress you may occasionally protect yourself from people who have strong opinions by reacting a little dogmatically.



"Use your logical mind to work out your day to day issues, but use your inner vision to guide your direction."

The Primary traits for this paradox are:

ANALYTICAL

The tendency to logically examine facts and situations (not necessarily analytical ability)

INTUITIVE

The tendency to use hunches to help make decisions (not necessarily intuitive capabilities)

There are four possible combinations for this paradox:

LOGICAL INTUITION - The tendency to use analysis combined with intuition to solve problems (High Analytical and High Intuitive)

NON-LOGICAL - The tendency to rely on intuition without sufficiently analyzing a plan or problem (Low Analytical and High Intuitive)

LASER LOGICAL - The tendency to be very analytical while at the same time mistrusting intuition (High Analytical and Low Intuitive)

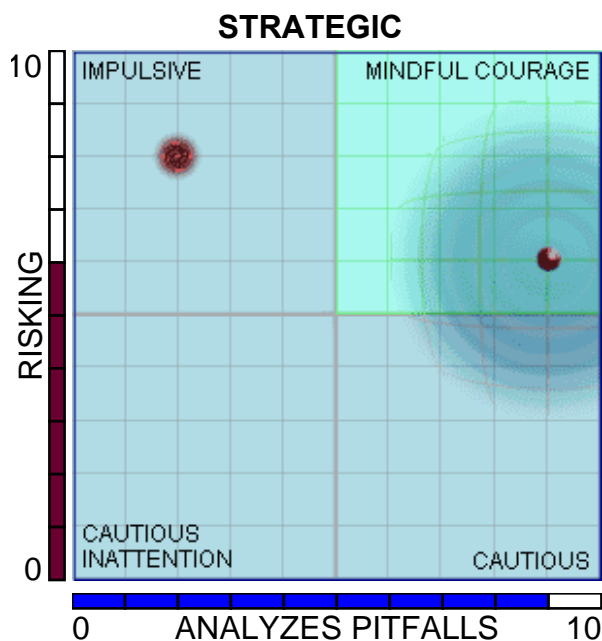
DISINTERESTED IN DECISIONS - The tendency to avoid analyzing situations and decisions while at the same time mistrusting one's own intuition (Low Analytical and Low Intuitive)

Your tendencies for this paradox are:

You tend to very often analyze problems and decisions and you enjoy doing it.

You generally tend to use intuition or hunches to help make decisions.

Even though you tend to be very logical, you also tend to be intuitive. As a result, you are probably good at problem solving. Your tendency to use both left and right brain functions enables you to sense the important factors while at the same time arrive at logical conclusions. This gives you a good insight into situations and problems. Even though you are usually balanced between the two aspects, your tendency to analyze is slightly greater than your tendency to use intuition. As a result, you may occasionally be a little overly logical, focusing on single facts without fully grasping the big picture. The small dark circle in the lower right indicates that you may occasionally escape from the confines of logic through actions or beliefs that may be a little less logical.



"Have the courage to pursue success, but understand and manage your risks."

The Primary traits for this paradox are:

RISKING

The tendency to feel comfortable with business ventures that involve uncertainty

ANALYZES PITFALLS

The tendency to scrutinize potential difficulties related to a plan or strategy

There are four possible combinations for this paradox:

MINDFUL COURAGE - The tendency to take risks while at the same time sufficiently analyzing the potential pitfalls of the plan or strategy (High Risking and High Analyzes Pitfalls)

CAUTIOUS - The tendency to focus on potential pitfalls of a plan or strategy while being very careful about risks (Low Risking and High Analyzes Pitfalls)

IMPULSIVE - The tendency to take risks without sufficient analysis of the potential difficulties (High Risking and Low Analyzes Pitfalls)

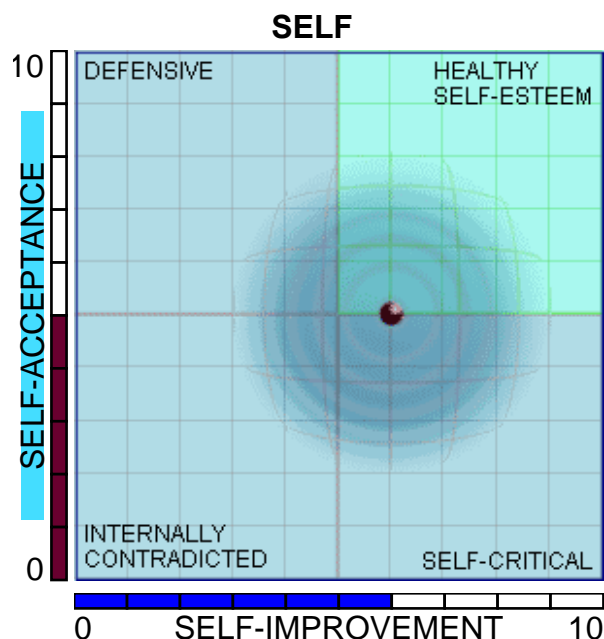
CAUTIOUS INATTENTION - The tendency to be cautious about risks while at the same time paying little attention to the potential pitfalls of a plan or strategy (Low Risking and Low Analyzes Pitfalls)

Your tendencies for this paradox are:

You are moderately willing to take business risks.

You have a strong tendency to analyze the potential difficulties of plans and strategies and you are likely to be very mindful when making strategic decisions.

Your moderate willingness to take business risks combined with your strong tendency to analyze potential problems probably enables you to formulate strategies that carefully manage risks. Your analysis of potential pitfalls can be intense, and thus your ventures may contain significant elements of risk management. This is indicated by the majority of the behavioral range (large blue area) falling in the mindful courage quadrant with a significant portion extending to the cautious quadrant. The small red circle in the upper left indicates that under a great deal of stress for a decision, you could 'flip' and react a little impulsively by placing too much hope in a particular solution.



"Although I have many good qualities, my life and relationships need continuous improvement. True character is developed through self-inquiry which ultimately leads to discovering the full impact of one's one's weaknesses and faults as well as the revelation of one's grandeur. A person of self-dignity listens carefully to his/her critics and adjusts him/herself to allow his/her splendor to shine forth even more brightly."

The Primary traits for this paradox are:

SELF-ACCEPTANCE

The tendency to like oneself ("I'm O.K. the way I am")

SELF-IMPROVEMENT

The tendency to attempt to develop or better oneself

There are four possible combinations for this paradox:

HEALTHY SELF-ESTEEM - The tendency to accept oneself while at the same time trying to improve oneself (High Self-acceptance and High Self-improvement)

SELF-CRITICAL - Disliking oneself in the context of self-improvement (Low Self-acceptance and High Self-improvement)

DEFENSIVE - The tendency to focus on self-acceptance while avoiding self-improvement (The attitude "I'm O.K. and I don't need to improve") (High Self-acceptance and Low Self-improvement)

INTERNALLY CONTRADICTED - The tendency to lack self-acceptance while at the same time lacking desire to improve oneself (Low Self-acceptance and Low Self-improvement)

Your tendencies for this paradox are:

You may tend to be only moderately self-accepting.

You may have some interest in self-improvement.

Your moderate interest in self-improvement combined with only a moderate level of self-acceptance indicates that although part of your behavior reflects the healthy self-esteem quadrant, other aspects of your behavior may occasionally reflect defensiveness and self-criticalness. You may have some internal contradictions in how you see yourself.



"By keeping a balanced life, the process of achieving a goal is as fulfilling as achieving the goal itself. No goal is truly fulfilled without quality of life."

The Primary traits for this paradox are:

SELF-MOTIVATED

The drive to achieve including taking initiative, wanting challenge, and being enthusiastic about goals

STRESS MANAGEMENT

The tendency to be relaxed and manage stress well when it occurs

There are four possible combinations for this paradox:

POISED ACHIEVEMENT - The tendency to be highly self-motivated without becoming tense or easily stressed (High Self-motivated and High Stress Management)

TRANQUIL INERTIA - The tendency to be relaxed and easy-going while at the same time lacking in self-motivation (Low Self-motivated and High Stress Management)

STRESSED ACHIEVEMENT - The tendency to be very achievement oriented while at the same time being tense and/or having difficulty managing stress (High Self-motivated and Low Stress Management)

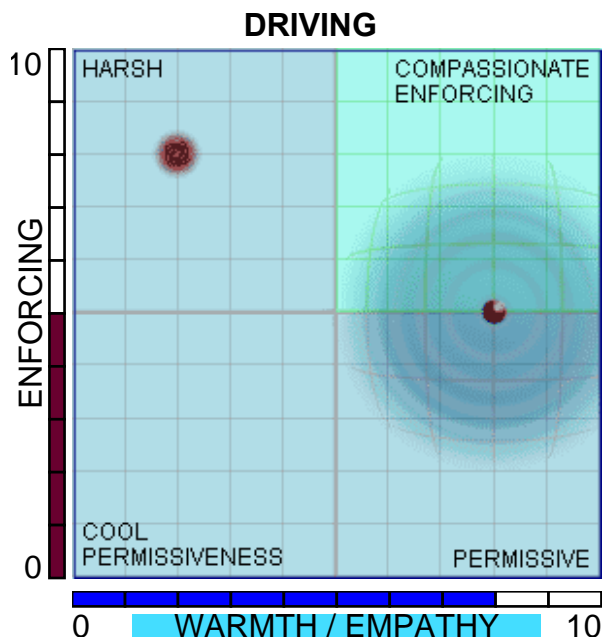
STRESSED UNDERACHIEVEMENT - The tendency to lack achievement orientation while at the same time being tense and/or having difficulty dealing with stress (Low Self-motivated and Low Stress Management)

Your tendencies for this paradox are:

You are very self-motivated

You may tend to be somewhat stressed.

Your very high level of self-motivation combined with a relatively low level of stress management indicates that although you achieve a great deal, you probably experience a reasonable level of stress in the process. This is reflected in your preferred behavioral range (indicated by the large blue circle) being mostly in the stressed achievement quadrant and partially in the poised achievement quadrant. The dark circle in the lower right indicates your desire to achieve is much greater than your ability to manage stress, and thus you may develop an underlying desire to have a respite from your hard work. An accumulation of chronic stress could at some point even lead to burn out.



"Only a person with a kind heart can administer discipline that is beneficial to others."

The Primary traits for this paradox are:

ENFORCING

The tendency to insist upon necessary rules being followed

WARMTH / EMPATHY

The tendency to express positive feelings and affinity toward others

There are four possible combinations for this paradox:

COMPASSIONATE ENFORCING - The tendency to enforce necessary rules with compassion (High Enforcing and High Warmth / empathy)

PERMISSIVE - The tendency to be overly empathetic, failing to enforce necessary rules or make necessary corrections to subordinates' behavior (Low Enforcing and High Warmth / empathy)

HARSH - The tendency to be overly strict or punitive when enforcing rules and procedures (High Enforcing and Low Warmth / empathy)

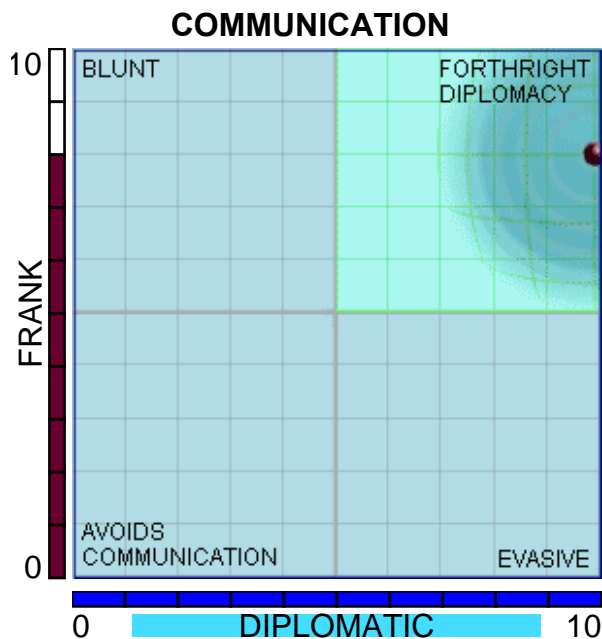
COOL PERMISSIVENESS - The tendency to lack warmth while at the same time avoiding enforcing necessary rules (Low Enforcing and Low Warmth / empathy)

Your tendencies for this paradox are:

You may be only moderately willing to enforce necessary rules.

You tend to often express warmth and empathy.

Your high level of warmth and empathy combined with your moderate willingness to enforce rules contributes to you building good relationships with others. When you enforce rules, you usually do it with warmth and compassion. However at times, you may be a little permissive or lenient. Your preferred behavioral range (large blue area) is half in the compassionate enforcer quadrant and half in the permissive quadrant, indicating that half of the time you may be permissive and the other half you tend to be a compassionate enforcer. The small red circle in the upper left indicates that under stress, your behavior may 'flip' and you may react a little harshly if someone tries to take advantage of your leniency.



"To build cooperative relationships with others, be respectful of others' self esteem yet authentic in your communications."

The Primary traits for this paradox are:

FRANK

The tendency to be straightforward, direct, to the point, and forthright

DIPLOMATIC

The tendency to state things in a tactful manner

There are four possible combinations for this paradox:

FORTHRIGHT DIPLOMACY - The tendency to be forthright and respectful at the same time (High Frank and High Diplomatic)

EVASIVE - The tendency to be tactful without being sufficiently direct (Low Frank and High Diplomatic)

BLUNT - The tendency to be frank or direct while lacking in diplomacy or tact (High Frank and Low Diplomatic)

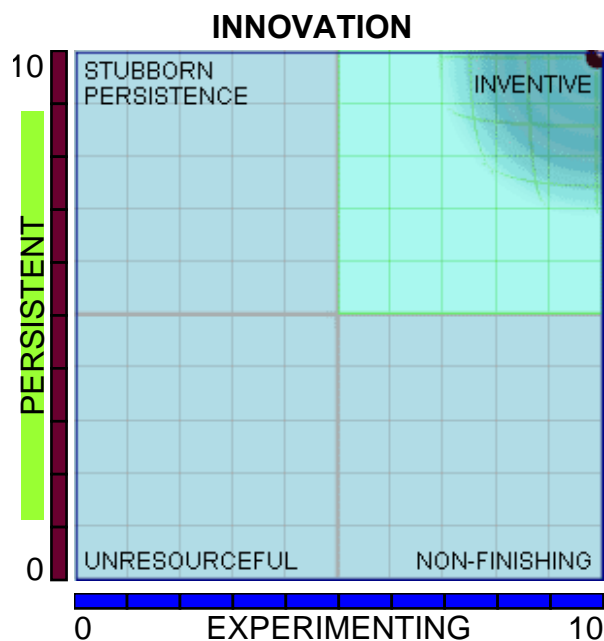
AVOIDS COMMUNICATION - The tendency to lack frankness as well as diplomacy (Low Frank and Low Diplomatic)

Your tendencies for this paradox are:

You tend to be forthright, stating what you think in a direct manner.

You tend to be extremely tactful, taking great care to communicate in ways that make it easier for others to receive.

You have a special ability to be direct and straightforward while at the same time being extremely tactful. You can be either diplomatic or frank as the situation requires. Your high level of frankness combined with your high level of diplomacy helps you to resolve most misunderstandings and maintain positive working relationships. Your authentic and respectful approach to communicating fosters better working relationships. Your preferred behavioral range (large blue area) is in the forthright diplomacy quadrant, indicating that it is very rare for you to communicate bluntly or evasively.



"The key to invention is to have focused determination while letting the imagination run wild."

The Primary traits for this paradox are:

PERSISTENT

The tendency to be tenacious despite encountering significant obstacles

EXPERIMENTING

The tendency to try new things and new ways of doing things

There are four possible combinations for this paradox:

INVENTIVE - The tendency to experiment with different ways of doing something while at the same time maintaining focus on the desired objective or result (High Persistent and High Experimenting)

NON-FINISHING - The tendency to experiment with many different things without persisting in a single direction (Low Persistent and High Experimenting)

STUBBORN PERSISTENCE - The tendency to tenaciously pursue the same course of action without experimenting with different ways of accomplishing the objective (High Persistent and Low Experimenting)

UNRESOURCEFUL - The tendency to lack persistence as well as a desire for trying new things (Low Persistent and Low Experimenting)

Your tendencies for this paradox are:

You tend to be extremely determined and persevering with a task despite many obstacles.

You love to try new things and tend to do a great deal of experimenting with new ways of doing things.

You are likely to produce many original ideas and/or inventions. Your extremely high level of persistence combined with your extremely high level of willingness to try new things enables you to be extremely inventive. Your extraordinary creativity blossoms when you start in a new direction, take on a new project, or do something that has not been done before. Your extraordinary determination enables you to drive your creative experimentation to completion. Thus, you are probably on the cutting edge of discovery. Your preferred behavioral range (large blue area) is entirely in the inventive quadrant, indicating that your creative initiatives nearly always come to fruition.



"Never hesitate to take counsel from appropriate people, but always take full responsibility for your own decisions."

The Primary traits for this paradox are:

AUTHORITATIVE

The desire for decision-making authority and the willingness to accept decision-making responsibility

COLLABORATIVE

The tendency to collaborate with others when making decisions

There are four possible combinations for this paradox:

AUTHORITATIVE COLLABORATION - The tendency to take responsibility for decisions while at the same time allowing others to genuinely participate in the decision-making process (High Authoritative and High Collaborative)

DEFERS DECISIONS - The tendency to avoid making decisions by referring them to others (Low Authoritative and High Collaborative)

AUTHORITARIAN - The tendency to make decisions without collaborating with others (High Authoritative and Low Collaborative)

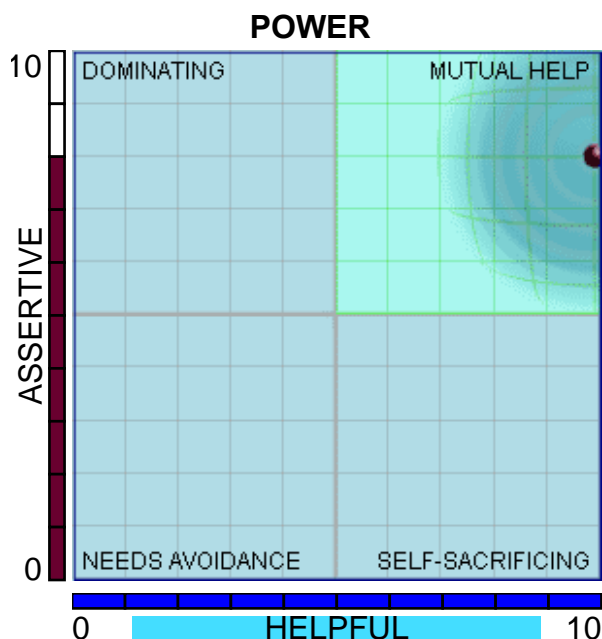
AVOIDS DECISIONS - The tendency to avoid decision-making authority while at the same time avoiding making decisions jointly with others (Low Authoritative and Low Collaborative)

Your tendencies for this paradox are:

You are moderately willing to have decision-making authority and usually accept decision-making responsibility.

You generally enjoy collaboration and are usually willing to collaborate with others with regard to important decisions.

Your tendency to collaborate enables you to help generate participation with decisions. By gaining the input of others you tend to make better decisions. By encouraging participation from others you increase their motivation and involvement. Your preferred behavioral range (large blue area) is mostly in the authoritative collaboration quadrant, indicating that most of the time you accept a moderate level of responsibility and encourage participation. To a lesser degree, your preferred behavioral range extends to the other quadrants.



"Enduring and positive relationships are a result of meeting mutual needs."

The Primary traits for this paradox are:

ASSERTIVE

The tendency to put forward personal wants and needs

HELPFUL

The tendency to respond to others' needs and assist or support others to achieve their goals

There are four possible combinations for this paradox:

MUTUAL HELP - The tendency to pursue solutions that are beneficial to all parties concerned (High Assertive and High Helpful)

SELF-SACRIFICING - The tendency to respond to others' needs at the expense of one's own needs (Low Assertive and High Helpful)

DOMINATING - The tendency to be assertive with one's own needs while failing to respond to other people's needs (High Assertive and Low Helpful)

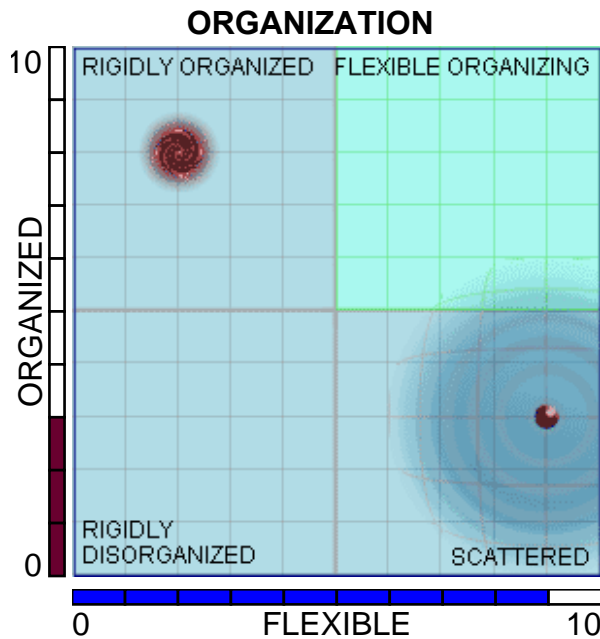
NEEDS AVOIDANCE - The tendency to lack assertiveness as well as helpfulness (Low Assertive and Low Helpful)

Your tendencies for this paradox are:

You often put forward your own needs.

You tend to be extremely helpful and conscious of others' needs.

You tend to have interactions with others that are mutually helpful. You enjoy thinking of ways to establish mutual help with your co-workers and you are probably extremely good at working out arrangements that meet their needs as well as your own. This helps you to establish better working relationships. Your supportiveness is likely to be appreciated. Your preferred behavioral range (large blue area) is in the mutual help quadrant, indicating that you tend to establish mutually helpful interactions.



"Orderliness creates efficiency, and flexibility supports longevity. Nature is the perfect example of orderliness in the context of constant change."

The Primary traits for this paradox are:

ORGANIZED

The tendency to place and maintain order in an environment or situation

FLEXIBLE

The tendency to easily adapt to change

There are four possible combinations for this paradox:

FLEXIBLE ORGANIZING - The tendency to organize things while at the same time maintaining flexibility (High Organized and High Flexible)

SCATTERED - The tendency to be disorganized while at the same time enjoying and pursuing change (Low Organized and High Flexible)

RIGIDLY ORGANIZED - The tendency to focus so strongly on being orderly that one tends to have difficulty adapting to changes (High Organized and Low Flexible)

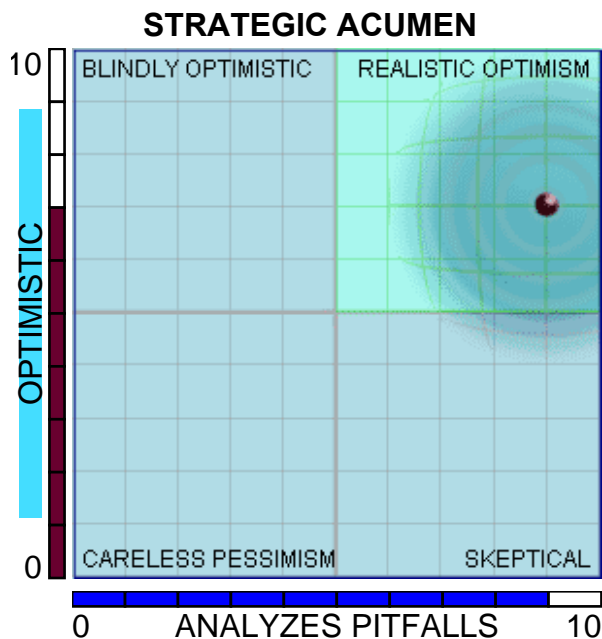
RIGIDLY DISORGANIZED - The tendency to lack organization as well as adaptability (Low Organized and Low Flexible)

Your tendencies for this paradox are:

You may strongly prefer not to have to organize things.

You tend to be very adaptive to change and probably want a significant amount of variety.

Your tendency to be very flexible enables you to quickly adapt to change. When circumstances change, you quickly adjust to meet the new requirements. However, your flexibility may be much greater than your orderliness. Thus, you may be very scattered, perhaps implementing too many changes. Your preferred behavioral range (large blue area) is slightly in the flexible organizing quadrant but mostly in the scattered quadrant indicating that you may often be scattered. The red circle in the upper left indicates that under stress, your behavior may 'flip' and become rigid.



"Keep a positive attitude about the future, but be mindful of difficulties when they are small."

The Primary traits for this paradox are:

OPTIMISTIC

The tendency to believe the future will be positive

ANALYZES PITFALLS

The tendency to scrutinize potential difficulties related to a plan or strategy

There are four possible combinations for this paradox:

REALISTIC OPTIMISM - The tendency to analyze the potential pitfalls of a plan or strategy while maintaining a positive view of the future and the potential benefits of the plan or strategy (High Optimistic and High Analyzes Pitfalls)

SKEPTICAL - The tendency to overly emphasize the potential difficulties of a plan or strategy without giving sufficient emphasis to the potential benefits (Low Optimistic and High Analyzes Pitfalls)

BLINDLY OPTIMISTIC - The tendency to focus on the possible benefits of a plan or strategy, while failing to adequately see the potential difficulties (High Optimistic and Low Analyzes Pitfalls)

CARELESS PESSIMISM - The tendency to take risks while at the same time believing that the future is bleak (Low Optimistic and Low Analyzes Pitfalls)

Your tendencies for this paradox are:

You tend to be reasonably optimistic and cheerful. Your positive attitude can be somewhat beneficial when dealing with your co-workers or clients.

You have a strong tendency to analyze the potential difficulties of plans and strategies, and you are mindful when it comes to making strategic decisions.

Your reasonably positive attitude helps you to work more effectively with others and helps you to see the potential of situations and strategies. Your strong tendency to analyze potential problems provides insight into things that could hinder your success. Being both optimistic and mindful helps you to have a relatively clear and balanced view of situations and strategies. Your preferred behavioral range (large blue area) is mostly in the realistic optimism quadrant indicating the above.

The Main Graph has 9 dimensions and enables you to easily see the interactions between traits. Within each dimension, there is a North, a South, a West and an East axis with a trait at each end. In the center of each dimension is a ZERO and each axis can extend to a value of 10 depending on the profilee's score.

Paradoxical traits appear on the North - South axis except for one dimension. The North trait of the Paradox is the Dynamic trait. The South trait is the Gentle trait of that Paradox. The two traits on the East - West axis are Supplementary to the Paradoxical traits in each dimension. The exception is in the Decisions Paradox where there are two pairs of Paradoxical traits at North - South axis as well as East - West axis.

Six of the traits on the Main Graph are a combination of two or more sub-traits.

Problem Solving is a combination of ANALYTICAL and ANALYZES PITFALLS.

Takes Autonomy is a combination of TAKES INITIATIVE and WANTS AUTONOMY.

Self-Motivated is a combination of TAKES INITIATIVE, WANTS CHALLENGE and ENTHUSIASM.

Stress Management is a combination of MANAGES STRESS WELL and RELAXED.

Provides Direction is a combination of WANTS TO LEAD and INTERPERSONAL SKILLS.

Handles Conflict is a combination of COMFORT WITH CONFLICT and INTERPERSONAL SKILLS.

The scores of these sub-traits can be found in the Traits & Definitions Report.

Additionally there are three pairs of paradoxical traits that appear across dimensions.

RISKING and ANALYZES PITFALLS (in Problem Solving)

OPTIMISTIC and ANALYZES PITFALLS (in Problem Solving)

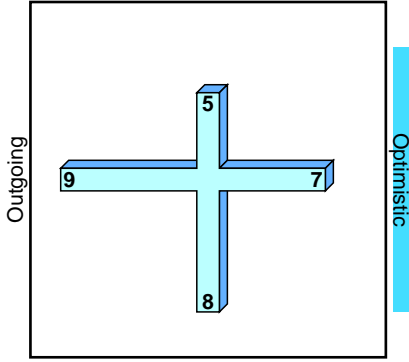
WARMTH/EMPATHY and ENFORCING

And one pair of cross dimension traits that are semi-paradoxical, TEMPO and PRECISE.

The suitability assessment includes a technological 'consistency detector' that indicates the reliability of results by analyzing the consistency of the answers on the questionnaire. Edward's consistency score is 94 which indicates that Edward is 98.8% consistent in answering the questionnaire. This indicates a high likelihood that Edward was truthful, accurately self-aware, and able to concentrate on the questionnaire.

OUTLOOK

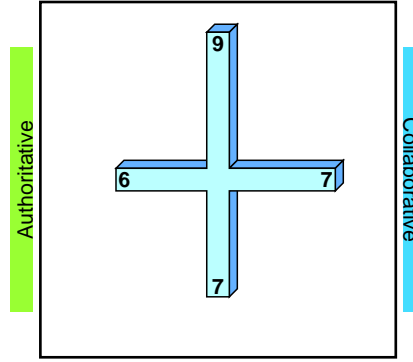
Certain



Open / reflective

DECISIONS

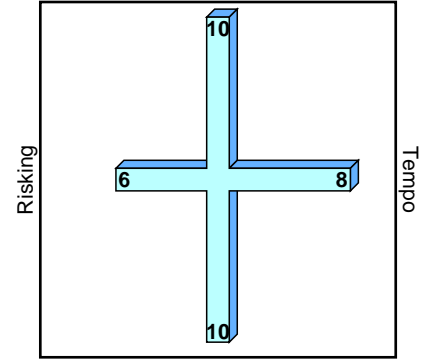
Problem Solving



Intuitive

INNOVATION

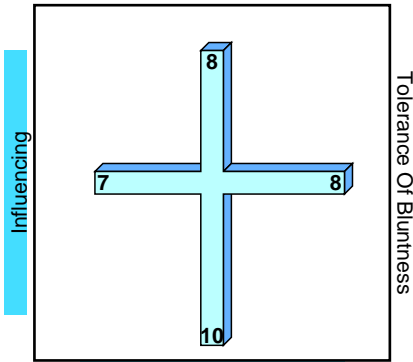
Persistent



Experimenting

COMMUNICATION

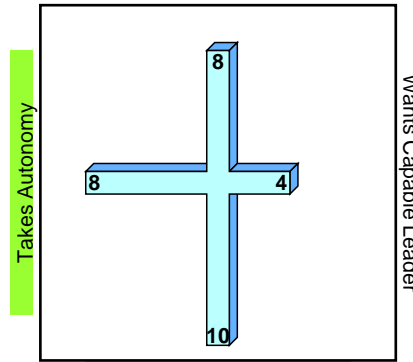
Frank



Diplomatic

POWER

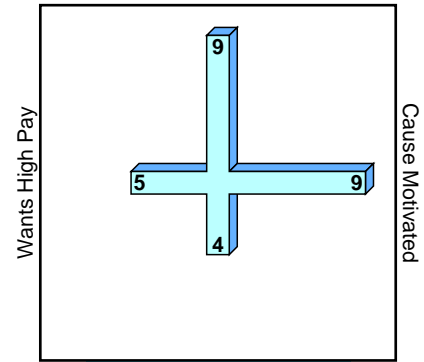
Assertive



Helpful

MOTIVATION

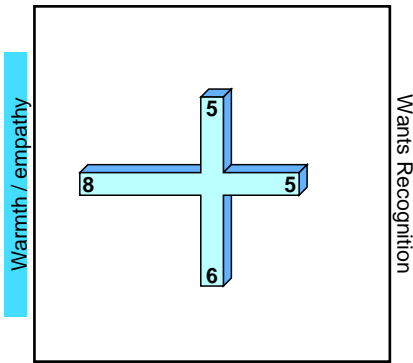
Self-motivated



Stress Management

SUPPORT

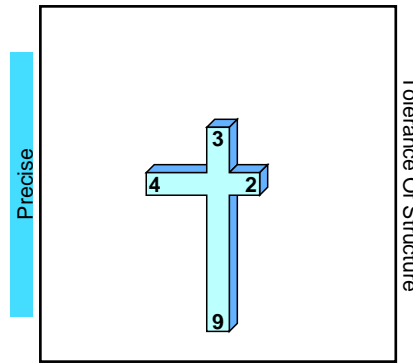
Self-acceptance



Self-improvement

ORGANIZATION

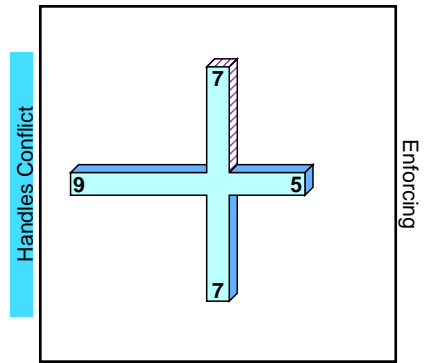
Organized



Flexible

LEADERSHIP

Provides Direction



Planning



Probable Hindrance



Possible Hindrance

Essential Trait on this template

Desirable Trait on this template

OUTLOOK

Is neither overly self-certain nor lacking in confidence.

Is open-minded and reflective.

Is very outgoing.

Is extremely comfortable making presentations to groups.

Is reasonably optimistic.

DECISIONS

Has a very strong natural tendency to analyze facts and situations.

Has a strong natural tendency to analyze the potential difficulties of plans and strategies.

May be reasonably intuitive and use this intuition for making decisions.

Is moderately willing to assume decision-making authority.

Has a good balance between analyzing the potential difficulties of a plan or strategy and being optimistic about the results.

Is reasonably willing to collaborate with others with regard to making important decisions.

Has a good balance between accepting responsibility for decisions and collaborating with others.

INNOVATION

Perseveres with a task despite many obstacles and is very good at the implementation stage of projects.

Is extremely creative and progressive.

Is very resourceful in implementing his creative ideas.

Is moderately willing to take risks.

Likes to work quickly.

COMMUNICATION

Is forthright, frank and to the point.

Is extremely capable of being tactful.

Has a very good balance between being tactful and being direct; consequently is highly skilled at interpersonal communication, especially when diplomacy is needed.

Is tolerant of people who are blunt.

COMMUNICATION

Tries to influence others.

POWER

Puts forward his own needs strongly and is assertive.

Is extremely helpful and conscious of others' needs.

Has a good combination of being assertive and considerate. Is good at creating mutually beneficial interactions.

Wants some autonomy.

Tends to take a great deal of initiative.

Prefers not to work for an authoritative supervisor.

MOTIVATION

Prefers challenging work.

Is extremely clear about his goals and is strongly motivated toward them.

Is very self-motivated.

May experience a significant amount of tension at work.

May have some difficulty dealing with stress.

Wants to be paid well, but it is a lesser consideration than other factors.

Has very benevolent intentions. Undertaking work which benefits others/society is very important to him.

Tends to follow through on his benevolent actions.

Gives very little importance to having a stable career.

SUPPORT

Is empathetic and warm.

Is moderately moderate self-accepting, but may at times be subject to low self-acceptance.

Has a moderate interest in self-improvement.

May sometimes want recognition, but in general does not care too much about it.

ORGANIZATION

Does only the very minimum amount of organizing necessary and may lose efficiency without appropriate organizing support from others.

ORGANIZATION

Is very flexible and adaptable to changes.

Prefers not to be in a role which continually requires precision or focusing on details.

Generally prefers not to do work which involves having to be very systematic.

May want a great deal of autonomy from having to follow closely defined procedures and schedules.

LEADERSHIP

Has some interest in leadership.

Enjoys planning.

Is very effective at handling conflict.

Generally prefers not to have to enforce rules yet will probably do it well when necessary.

This report identifies the key leverage points for Edward that will help you to convince Edward to work for your company.

The suitability assessment includes a technological 'consistency detector' that indicates the reliability of results by analyzing the consistency of the answers on the questionnaire. Edward's consistency score is 94 which indicates that Edward is 98.8% consistent in answering the questionnaire. This indicates a high likelihood that Edward was truthful, accurately self-aware, and able to concentrate on the questionnaire.

Start with the most important factors at the top.

Essential Factors to Consider

Edward has a very strong desire to be helpful. Explain the ways in which this position will enable him to be helpful or supportive of others.

Edward is highly enthusiastic about his goals. Ask Edward about his goals. Try to gain a complete understanding of each of his major goals and acknowledge each major goal. Then discuss how Edward's goals could be achieved in this position.

Edward greatly enjoys working in a team. If the position involves teamwork, explain the ways in which he will have opportunities to work closely in a team.

Important Factors to Consider

Edward very much enjoys meeting new people and will be more motivated to work for you if Edward believes he will have many opportunities to do so.

Edward very much enjoys analyzing problems. If the position involves analyzing problems, explain how his natural tendencies could be very beneficial. Discuss the types of problems that can be analyzed in this position.

Edward is very motivated by opportunities to take initiative. To attract Edward to work for your company, specify the areas in which he will be able to take initiative. If Edward has strong eligibility, convince him that opportunities will be provided. If Edward's experience and skills are at a developmental stage, convince him that the opportunities will be provided as his skills and experience are developed.

Edward has a strong desire to have employment that he perceives to be of beneficial to society. To attract Edward to work for your company, explain the ways in which he could help society through his work in this position.

Other Possible Factors to Consider

Edward enjoys brainstorming and will be more attracted to work for your company if he has some opportunities for brainstorming.

Edward is motivated by challenging tasks or projects. To attract Edward to work for your company, explain the challenges the position will offer. Difficult challenges are motivating to him. If there are opportunities for advancement, explain those as well.

Edward values a warm and friendly work environment. If that is the case, discuss this aspect of your organization with him.